GOVERNMENT OF ANDHRA PRADESH
ABSTRACT

Planning Department –Renaming of ILEG as **Centre for Strategic Planning and Governance (CSPG)** with broader mandate and with certain reorganization of human resources. – Orders – Issued.

PLANNING (X) DEPARTMENT

G.O.Ms.No.15 **Dated:14.09.2022**
Read:

From the CEO, APSDPS, Planning Department Lr.No.282/APSDPS/2021 Dt.02.02.2021 & Dt.09.04.2021.

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ORDER :

The Government of Andhra Pradesh seeks to ensure productiveeconomic growth and citizens welfare through evidence-based andsustainable policies. In order to achieve these objectives, the stategovernment is currently being supported by the "Institution of Leadership,Excellence & Governance (ILE & G)" under the AP State DevelopmentPlanning Society.

2. However, it's felt that there is a need for more comprehensive and highqualitytechnical assistance to government departments and agencies todesign, implement, monitor and evaluate programs and schemes, to focus on outcomes in public expenditures, adopt innovative practices andemerging technologies, and in the research and analysis of various public issues.

3. In the letter read above, the CEO of Andhra Pradesh State DevelopmentPlanning Society (APSDPS) has submitted a proposal for establishing aninstitute for Good Governance, especially in the sectors with the greatestrelevance and highest growth potential in the state.

4. After careful consideration, the Government has decided to renaming the existing institution i.e ILEG as **Centre for Strategic Planning andGovernance (CSPG)**with broader mandate and with certainre-organisation of human resources.

5. The Centre for Strategic Planning and Governance (CSPG) shallstrengthen the government's institutional capabilities to improve the qualityof public services delivery and generate value for money from publicexpenditures. It shall have the following four objectives:-

a. **Design** – Support government departments to adopt evidence-basedpolicy and program design approaches
b. **Implementation** – Improve the quality of public services deliverythrough good governance
c. **Evaluation** – Maximise value for money from public expenditures by focusing on program outcomes
d. **Research and analysis** – Provide rigorous and high-quality researchand analysis on issues of importance to the government.

6. The Secretary to Government, Planning Department/ the CEO, Andhra Pradesh State Development Planning Society (APSDPS), shall take further necessary action as per the details annexed to this order.

7. The total budget of Rs. 15 crores is allocated for 3 years, @ Rs.5 crore each year will be released in quarterly installments, based upon theexpenditure incurred. The annual grant will be released through HOA: 3451-
00-090-11-13-310-312-VN of APSDPS under the Planning Department.

8. This order issued with the Concurrence of the Finance Department vide their U.O. Note No. FIN01-FMU0PC(GAD2)/22/2021 (Computer No:1376734) Dt:25/04/2021.

(BY ORDER AND IN THE NAME OF GOVERNOR OF ANDHRA PRADESH)

VIJAY KUMAR GSRKR
SECRETARY TO GOVERNMENT

To
The Secretary to Govt., Planning Department
CEO, APSDPS, and VC&MD, ILEG
Copy to
The Prl. Finance Secretary
PS to Minister, Finance & Planning
PS to Prl. Secretary to CM
PS to the Chief Secretary.
SC/SF

//FORWARDED :: BY ORDER//

SECTION OFFICER

Annexure

(G.O.Ms.No.15 Planning (X) Dept., dt.14.09.2022)

The Centre for Strategic Planning & Governance (CSPG) shall be workwiththe following functions:-

1. **"Centre for Strategic Planning and Governance (CSPG)"**

i. The Centre for Strategic Planning and Governance, hereafterreferred to as "CSPG" or "the Centre", is an in-house think tank,dedicated to providetechnical assistance on *program design,implementation, monitoring and evaluation*, *good governance*,and *general research and analysis on public issues*.

ii. The CSPG will act as the internal nodal technical assistanceprovider for all departments under the state government. It willhelp build capacity within the government to undertake rigorousresearch and analysis.

2. **Functions of CSPG**

i. Support Departments to
   a. design programs,
   b. plan their implementation, and
   c. monitor and evaluate them
ii. Provide research advisory on certain specific sectoral domains – publicfinance, human resource management, health, education, agriculture,welfare services, industrial policy, urban development etc.
iii. Provide advisory on governance improvement measures– capacitybuilding, organisational restructuring, process re-engineering, e- governance,data analytics etc.
iv. Provide legal advisory services on public issues
v. Provide in-house research and advisory on innovative practices,emergingtechnologies, and new ideas, and general issues of relevanceas theyarise

3. **Activities of CSPG:**

The CSPG will seek to deliver the aforesaid functions by undertaking thefollowing activities:-

i. Provide technical assistance to Departments in the CSPG's functionalAreas.
ii. Undertake problem solving to diagnose issues and problems posedbefore CSPG by government Departments and agencies, and makerecommendations on further course of action.

iii. Develop benchmarks and standards for inputs, processes, and outputsrelated to design, implementation, and evaluation objectives of CSPG
iv. Develop templates and model documents for M&E activities andgovernance improvement interventions.
v. Help institutionalize good governance processes and practices withinDepartment and agencies.
vi. Provide legal advisory regarding drafting bills for legislators and craftregulations for government agencies and departments.
vii. Provide research inputs to Departments, especially on innovativepractices, emerging technologies, and new ideas.
viii. Provide capacity building support by organizing training programs andworkshops for employees of government on new and innovativepractices and technologies.
ix. Conduct seminars and conferences, curate academic and industrialfield visits, and connect learning forums that encourage globalparticipation along with documentation and publication of researchoutputs across various domains and geographies.
x. Organize dissemination sessions on programs of the government andresearch outputs
xi. Develop and promote knowledge-based public goods in CSPG'sfunctional areas.
xii. Any other relevant activity as may be decided by the Board ofDirectors

4. **Professional Support:**

i. The CSPG shall consist of a team of highly qualified professionals withexpertise in the relevant sectors and functions. The team shall beorganised in the form of five verticals:
    a. Governance
    b. Human Capacity Development
    c. Economic development and growth
    d. Public Finance
    e. Monitoring and Evaluation
ii. The Governance vertical will have professional expertise in crosscuttingactivities like capacity building, human resource management,organizational restructuring, process re-engineering, e-governance,data analytics etc.
iii. The Human Capacity Development (HCD) vertical will be equipped withdomain experts in areas like education, health, nutrition, and welfareservices
iv. The Economic Development and Growth (EDG) vertical will containpeople with expertise in agriculture, industrial policy, infrastructure,
urban development etc.

v. The Public Finance (PF) vertical will be equipped with public finance specialists, who can advise on public finance management, resourcemobilization, cost-benefit analysis and other value for moneyassessments etc.

vi. The Monitoring and Evaluation (M&E) vertical will have professionalswith expertise in rigorous quantitative and qualitative assessments ofgovernment policies and programs.

vii. The Centre will seek to forge partnerships with reputed national andinternational organizations, universities, and think-tanks, so as to beable to draw on their expertise as required.

Viii. The Centre will offer its institutional platform to partner with renowned functional experts and researchers, and utilize their expertise forresearch and advisory services on issues of importance to thegovernment and for the creation of knowledge public goods.

ix. In course of time, the CSPG shall strive to offer its services to otherclients such as state and national governments, and emerge as aworld-class and self-sustaining organization.

x. To further integrate the objectives of CSPG with the broad mandate ofthe government, the Centre will be considered as another vertical ofthe proposed 'AP Academy'.

5. **Governing Structure of CSPG**

The governing structure of CSPG shall be as follows. The initial GoverningBoard of CSPG shall be constituted with the following members:

S. No.	Member	Designation
1	Minister, Finance and Planning Department	Chairperson
2	Chief Secretary Government of Andhra Pradesh	Vice Chairperson
3	Secretary to the Government Department of Planning, Government of Andhra Pradesh	Member
4	Principal Finance Secretary to the Government Department of Finance, Government of Andhra Pradesh	Member
5	Executive Director, CSPG	Member Convenor

- The Governing Board may be expanded at a later stage. Thegovernment may appoint new members with global repute and deepprofessional expertise in due course.
- The Board of CSPG shall consist of globally renowned and credibleprofessionals with rich experience in leadership positions of stature in

the public and private sectors, and similarly reputed academicscholars.

6. **Organizational Structure of CSPG:**

- The Secretary to the Government, Planning Department shall beDirector General (DG) and the administrative head of the Centre. His
  responsibilities shall include taking decisions as per delegation ofpowers, advising on the preparation and implementation of annualaction plans, and overall supervision of the implementation of projectsand tasks entrusted by client government agencies.
- The Executive Director (ED), CSPG shall be responsible for managingthe regular functioning of the Centre. His responsibilities shall includeensuring the regular functioning of the Centre, taking decisions as perdelegation of powers, preparing and implementing annual action plans,and implementation of projects and tasks entrusted by clientgovernment agencies.
- The Principal Finance Secretary (PFS), Finance Department, besidesbeing a Member of the Governing Board of the Centre, shall be responsible for managing the PF vertical.
- The ED, CSPG shall report to the DG and shall report to the PFS on the PF vertical.
- The team shall be structured into fve verticals: 'Governance', HumanCapacity Development', 'Economic Development and Growth', 'PublicFinance', and 'Monitoring & Evaluation'.

7. **Human Resources:**

- CSPG's staff shall be constituted of the program staff and theadministrative staff.

(i) Program Staff:

- The Governing Board, on the advice of the DG and ex-officio Secretaryto Government, Planning Department, shall appoint a ExecutiveDirector who shall oversee the team and will be responsible for thesuccessful execution of projects.
- The program staff shall be divided into the five verticals. Each verticalshall consist of consultants with relevant qualifications and experience.Senior consultants or Consultants, as found appropriate, shall beresponsible for managing the team and all the projects under theirvertical. Team members will be encouraged to work across verticalsbased on their interests, experience, and expertise.
- The Centre will follow the principles of a fat-hierarchy organisation. Inkeeping with this and also the research nature of its work, there shallbe limited managerial layers. Except the ED, all other employees areprimarily knowledge professionals, though some of them may alsomanage their projects

- To operationalize the Centre, it's proposed to have the following initialstaffing pattern.

Designation	Governance	HCD	EDG	M&E	PF	Total
Executive Director						1
Sr. Consultant or Consultant	1	2	2	2	1	8
Analyst	1	2	2	2	1	8
Intern	1	2	2	2	1	8
	Total					**25**

- The recruitments shall be done progressively as per need.
- The program staff shall be recruited under annual contracts asprofessional service providers. The renewal of their contracts will bebased on their annual performance. The recommended maximumtenure of the professionals in CSPG is 3-5 years. Indicative professionaland educational requirements for each position are given in the tablebelow.

S. No.	Designation & Remuneration	Experience	Qualifications/Skills
1	Executive Director, CSPG (30-36 LPA)	At least 20 years of experience	• Ph.D. in areas of public policy, economics, finance or management • Rich experience of leadership of organizations or at the least large multi-disciplinary teams and handling multiple projects • Deep functional expertise in at least one policy sector • Experience in working with the government • Excellent verbal and written articulation skills
2	Senior Consultant (Vertical Lead) (18-24 LPA)	At least 10 years of experience	• Master's degree or a Ph.D. in social sciences or in the area of the functional expertise sought • Experience of leading large teams and handling multiple projects • Strong analytical and research capabilities

			• Strong problem-solving skills • Experience of working with governments • Excellent writing and presentation skills
3	Consultant (Project Lead) (10-18 LPA)	At least 5 years of experience	• Master's degree in social sciences or in the area of functional expertise sought • Strong problem-solving skills • Strong analytical and research capabilities • Excellent writing and presentation skills
4	Analyst (5.4-9.0 LPA)	At least 2 years of experience	• Bachelor's or master's degree • Strong data analysis and analytical reasoning skills and research capabilities • Proficiency in data analytics tools • Excellent writing skills
5	Intern (4.2-5.4 LPA)	0-2 years of experience	• Bachelor's or a master's degree • Strong analytical reasoning capabilities • Proficiency in data analytics tools

- The hiring of the program staff shall follow the guidelines issued forProcurement and Contracting of Consultancy Services in G.O. MS. No.89 Finance (HR.I) dated 16-07-2015. The program staff members shallbe recruited through the open market on only contract mode.
- Further recruitment shall be done as per future requirements and afterapproval of the Governing Board.

(ii) Administrative Staff

The administrative staff shall consist of the following positions:

S. No.	Position	No. of posts
1	Administrative Manager	1
2	Project Manager	1
3	IT Systems and Hardware Manager	1
4	Office Assistants / PAs / Stenographers	3
5	Office Attendants	3
Total		**9**

- The Administrative Manager, not below the rank of Deputy Directorand Project Manager, not below the rank of Superintendent shall bedrawn from Planning Department/deputation from any otherdepartment/or on contract basis. The remaining administrative staffshall be engaged on a "Service outsourcing" basis.

8. **Budgetary support for CSPG:**

- Annual grant of Rs. 15 crores will be released in quarterly installmentsfor 3 years, based upon the expenditure incurred. The annual grant willbe released through HOA: 3451-00-090-11-13-310-312-VN of APSDPSunder the Planning Department.

VIJAY KUMAR GSRKR
SECRETARY TO GOVERNMENT